

STRATEGIC PLAN

for

BOOKER T. WASHINGTON NM

FISCAL YEAR 2001 – 2005

(October 1, 2000 – September 30, 2005)



Booker T. Washington National Monument preserves and protects the birth site and childhood home of Booker T. Washington while interpreting his life experiences and significance in American history as the most powerful African American between 1895 and 1915. The park provides a resource for public education and a focal point for continuing discussions about the legacies of Booker T. Washington and the evolving context of race in American society.

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Approved: Rebecca L. Harriett April 14, 2000
Superintendent Date

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I. INTRODUCTION

About This Plan

This is the Strategic Plan for Booker T. Washington National Monument, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals (the “in perpetuity” goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the five-year period covered by this plan, October 1, 2000 through September 30, 2005, federal fiscal years FY2001-2005.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at 12130 Booker T. Washington Highway, Hardy, VA 24101. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at <http://www.nps.gov/bowa/home.htm>

The Plan also contains a general section on “Strategies” on how goals will be accomplished,” that briefly sketches the organization, facilities, and financial resources available to achieve the plan’s long-term goals. There is a brief discussion of “Key External Factors” that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one year increments of each long-term goal. The Annual Performance Plan will be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

Booker T. Washington National Monument

The Booker T. Washington National Monument is a vital part of America’s national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. Established by *Presidential Proclamation* in 1956, the Booker T. Washington National Monument is located in Franklin County, Virginia. Containing 223.9 acres, the park preserves the birthplace of Booker T. Washington, educator, orator, and early 20th century African American leader, in perpetuity and makes this valuable part of America’s heritage available to over 20,000 visitors each year for their experience, enjoyment, understanding, and appreciation.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America’s natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America’s heritage, character, and future. The National Park System consists of 378 park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside

national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current plan is available for review at Booker T. Washington National Monument. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the “*performance management revolution*” already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization’s primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, “Isn’t that what everyone is already doing?” In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and the Booker T. Washington National Monument, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

II. MISSION

Booker T. Washington National Monument preserves and protects the birth site and childhood home of Booker T. Washington while interpreting his life experiences and significance in American history as the most powerful African American between 1895 and 1915. The park provides a resource for public education and a focal point for continuing discussions about the legacies of Booker T. Washington and the evolving context of race in American society.

Our mission statement is a synthesis of our mandated purpose and the park's primary significance.

Purpose: The purpose of Booker T. Washington National Monument is to:

- ◆ Preserve and protect the birth site of Booker T. Washington, its cultural landscape, and viewshed.
- ◆ Memorialize and interpret Booker T. Washington's life, historical contributions, accomplishments, and significant role in American history.
- ◆ Provide a focal point for continuing discussions about the legacy of Booker T. Washington and the evolving context of race in American society.
- ◆ Provide a resource to educate the public on the life and achievements of Booker T. Washington.

Significance: The significance of Booker T. Washington National Monument can be summarized as:

- ◆ It is a place where the life of Booker T. Washington and his relationship to his contemporaries, his companions, and his critics can be examined through his childhood, education, and socialization.
- ◆ Here the national park service interprets the impact of the early experiences with slavery, emancipation, and racism on Booker T. Washington and the national character.
- ◆ The park is important because it allows the public to experience the mid-19th century plantation setting where Booker T. Washington lived as a slave, was emancipated, and returned as Dr. Booker T. Washington, noted educator, orator, and advisor to United States presidents.
- ◆ It is one of the few national park service sites set aside where the American public can see how slavery and the plantation system worked on a smaller scale and can reflect on the impact and significance of an American person of color.

III. STRATEGIES: Accomplishing Goals

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give our partners, stakeholders, and the public a better understanding of what we are trying to accomplish, and how we plan to do it.

Organization

Superintendent Rebecca L. Harriett leads the Booker T. Washington National Monument staff. Staff is organized into three operating divisions: Interpretation & Resource Management, Maintenance, and Administration. Staff expertise and specialties include five permanent park rangers working in interpretation and resource management; four permanent maintenance employees responsible for the preservation of the cultural landscape and historic structures and maintenance of facilities, grounds, and equipment; and two permanent administrative staff responsible for budget, procurement, property management, human resources, and information management. There may be a maximum of one seasonal park ranger and two seasonal maintenance workers employed this fiscal year depending upon operations and/or project funding.

Our staff will be supplemented and/or supported by assistance or expertise from various other NPS parks and central offices, and/or other partners or organizations. Staff from the National Park Service's *Philadelphia* Support Office will work with us to assess our Archeological Site Inventory for Goal Ib2A, and consult on our Cultural Landscape Report for Goal Ib2B, Historic Resource Study for Goal Ib2C, and the stream bank stabilization for Goals IIa1 and IIb1. In addition to helping accomplish education and visitor service goals through literature sales and donation, the Eastern National Association, will provide one sales clerks at the visitor center at no cost to the NPS.

Facilities

Park facilities and infrastructure for accomplishing our goals includes: one visitor center with exhibits, AV auditorium, and interpretive literature sales; a 15 acre living history farm surrounded by a 192-acre cultural landscape; two self-guiding trails, a picnic area, and the park headquarters building.

Financial Resources

Financial resources available to achieve the goals include a base operating budget of approximately \$669,000, which funds a work force of 12 permanent positions. This work force will be supplemented annually by 3300 hours of Volunteers-in-Parks service, and special project and program funds distributed by the National Park Service regional and Washington offices. Achieving our goal performance targets is critically dependent on our base funding and on these additional project funds, volunteer assistance, partnerships and donations. Therefore, in order to plan and organize goals and the work to accomplish them, and to communicate and document it, all funding and staffing sources and major alternative sources of support and work, have been estimated and included in developing our Plan.

Please note that the goals in this plan assume a "flat budget." Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured", they too were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards of the priceless natural and cultural resources that are in our care if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement our appropriations. In

the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Strategic Plan* and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Program Evaluations

In 1997, all park staff met to brainstorm and reach consensus on the park Mission Statement, purposes, significance, and Mission Goals. The first three have remained constant during the life of our 1998 Strategic Plan and are carried over to this Plan as well. Park Mission Goals have been slightly revised in this Plan as it became clear they were really activities that contributed to another Park Mission Goal. Park Long Term goals were developed by the Superintendent and division chiefs. They too have undergone minor revision in this Plan. Some initial goals have been accomplished and one has been added because of progress in archeological research. There are several new goals based on new NPS servicewide goals that are applicable to this park.

We are pleased to report that through fiscal year 1999, the park has made significant progress and met or exceed 80% of our Long Term Goals.

Our Strategic Plan is reviewed annually for potential minor adjustments based on annual performance achievement the prior year. Our Plan will also need to be reviewed and revised at least every three years as required by the GPRA law

IV. KEY EXTERNAL FACTORS

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

In FY2000, the park will begin implementation of its newly approved General Management Plan (GMP) recommendations. Our primary concern remains the adjacent land issue. The park is committed to preserving the viewshed in an agricultural setting which has the potential to cause conflicts with adjacent landowners. This issue is addressed in the GMP. During the last two fiscal years, park management has maintained regular contact with all adjacent landowners in the viewshed area, and their realtors, as most of the parcels contained in the viewshed are still for sale. A viewshed study has been completed identifying critical parcels to the park viewshed. The park has started the process of acquiring one parcel, based on research that it contains part of the original Burroughs Plantation where Booker T. Washington was born. Park management is working with both the Regional Lands Office and private organizations in an effort to preserve this parcel from sale/development, either by legislative acquisition or purchase by a land protection group. These actions are recommended in the GMP. Park management continues to address the importance of viewshed protection to local governing bodies and the county planning commission.

V. GOALS

Goal Categories and Mission Goals

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories in broad, nationwide, "in perpetuity" mission goals that state ideal future conditions. These mission goals encompass all we do and a brief explanation about each one is below.

Goal Category I Preserve Park Resources

This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural context that extend beyond the park to nearby lands. Park cultural context means that park resources are managed in relation to other historical events or cultural processes.

The long-term goals related to this category are shown in the next section and include the protection, restoration, or maintenance of ecosystems, rare or endangered plant and animal populations, archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal Ia focuses on the condition of these resources. Mission Goal Ib on obtaining and using scholarly and scientific knowledge about resources to make better informed decisions.

Ia Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II Provide for the Public Use and Enjoyment and Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. It includes the mandate found in the NPS Organic Act “to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

The long-term goals related to this category are shown below and include programs, facilities, services, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services such as visitor centers, campgrounds, roads and trails, recreational opportunities and keeping visitors safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so they will enjoy their visit more, support preserving this country's heritage, and gain a better understanding of the experiences and peoples that built this nation.

IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIb Park visitors and the general public understand and appreciate the preservation of and its resources for this and future generations.

Goal Category III Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

(This mission goal refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural and cultural and recreational resources.)

Goal Category IV Ensure Organizational Effectiveness

This category includes all goals that support the mission of the park and the NPS, and the focus is on governmental processes rather than the results. Goals in this category measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

Long-Term Goals

Long-term goals are examples of how we will make progress toward the mission goals above, and how we will contribute to nationwide NPS goals during the period of this Plan. The numbering sequence for long-term goals follows that of the NPS Servicewide plan so that our contributions can "roll up nationally" into NPS accomplishments. Goal numbers may not be consecutive - where numbers are left out, an NPS goal does not apply to Booker T. Washington National Monument. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this park contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type. *Long-term goals are italicized.* Each year, by January 1st we will also produce an Annual Performance Plan that shows how much of each long-term goal we intend to accomplish during that fiscal year. We will assess what we actually accomplished in an Annual Performance Report at the end of each fiscal year.

GOAL CATEGORY I: Preserve Park Resources

NPS MISSION GOAL Ia: Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

Booker T. Washington NM Mission Goal Ia: All significant resources associated with Booker T. Washington NM (historic structures, archeological sites, curatorial objects, and cultural landscapes) are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

Ia4. By September 30, 2005, Booker T. Washington National Monument has unimpaired water quality.

The park has a creek and several streams within its boundaries. Water quality testing and monitoring of these surface waters has been ongoing for several years using volunteers from the Environmental Sciences classes at Ferrum College. The park meets the unimpaired water quality conditions as it does not receive discharge from any park-owned or -managed activity that has been in a state or federally issued notice of violation of the conditions of an NPDES permit; it is not listed on the State's Section 303(d) list; and the park **CAN** demonstrate through a credible water quality monitoring program or other assessment process that park waterbodies persistently meet or exceed water quality standards. Testing and monitoring will continue under a 5-year Cooperative Agreement with the College.

la5. By September 30, 2005, 100% (4 of 4) of the historic structures on the 1999 List of Classified Structures are in good condition.

The park has 4 structures on the 1999 List of Classified Structures (LCS). One of these structures, a tobacco barn, is determined to be in good condition, i.e., requiring only routine and cyclic maintenance, but no major repair or rehabilitation. The remaining structures, two cemeteries and historic road traces are listed in fair or poor condition. These will be rehabbed to good condition if they remain on the LCS (see Goal lb2C). Another structure may become eligible for the LCS during the life of this plan (see Goal lb02C). Goal achievement will be measured by photo documentation and on-site inspection by the Philadelphia Support Office Historic Architect or a representative from the Virginia State Historic Preservation Office.

la6. By September 30, 2005, 119 (100%) of 119 applicable preservation and protection standards for the park museum collection are met.

The park meets 82 standards at the end of FY1999. Standards remaining to be addressed include storage, fire, and security protection and regular use of monitoring equipment. Goal achievement will be measured by on-site inspection by an independent curator and reporting to the automated APC database.

*la07. By September 30, 2005, 1 (100%) of 1 cultural landscape **not** on the National Park Service Cultural Landscapes Inventory (CLI) at the end of FY 1999 is maintained in good condition.*

The park has one identified cultural landscape in good condition. The park is a former tobacco farm consisting of plowed fields, pastures, woodlands, and streams. It is the primary setting for thematic interpretation and the focal point of visitation. It provides sensory experiences and tangible sites related to the park story. Included are historic trees, replica farm buildings, identified sites of former buildings which include the "Big House" and "birthplace cabin", crops, gardens, fences, and farm animals. The cultural landscape will be maintained in good condition, i.e., requiring routine maintenance. Additional work to accomplish this goal will include hazardous tree removal, maintenance of split rail fences, and maintenance of historic trees. Goal achievement will be measured by photo documentation and on-site staff inspection.

la8. By September 30, 2005, 10 (100%) of 0 archeological sites listed on the FY1999 National Park Service Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.

The park has ten identified archeological sites not recorded in ASMIS and without condition assessments. Documentation of these sites is being prepared now (see Goal lb2A). We expect these sites to be recorded in ASMIS in FY2000. We will start reporting to this goal in FY2001. Goal achievement will be measured by photo documentation and on-site staff inspection.

***la08.** By September 30, 2005, 10 (100%) of 10 archeological sites NOT listed on the FY1999 National Park Service Archeological Sites Management Information System (ASMIS), or listed without condition assessments, are in good condition.*

The park has ten identified archeological sites not recorded in ASMIS and without condition assessments. Documentation of these sites is being prepared now (see Goal lb2A). This is a short-lived Long-term goal as we expect these sites to be recorded in ASMIS in FY2000. We will then be reporting to Long-term Goal la8, maintaining in good condition archeological sites in ASMIS with condition assessments. Goal achievement will be measured by photo documentation and on-site staff inspection.

NPS MISSION GOAL lb: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Booker T. Washington NM Mission Goal lb: All significant resources associated with Booker T. Washington NM (natural resource data sets, archeological sites, cultural landscapes, historic structures, museum objects, and ethnographic resources) are identified and formally inventoried.

***lb2A.** By September 30, 2005, the number of archeological sites inventoried, evaluated and listed in the National Park Service ASMIS is increased from 0 in FY 1999 to 10 (100% increase).*

In FY1998 and FY1999, an archeological overview and assessment was conducted to determine the number, if any, of ASMIS eligible archeological sites in the park. Sites eligible for the ASMIS database have inherent preservation value and must be maintained in good condition. Ten sites were found to be ASMIS eligible. In FY2000, the park will work with the Philadelphia Support Office Archeologist to have these ten sites entered into the ASMIS database with recommendations for preservation and treatment. Goal achievement will be measured by the number of new records in the ASMIS database.

***lb2B.** By September 30, 2005, the number of cultural landscapes inventoried, evaluated, and entered on the National Park Service Cultural Landscapes Inventory (CLI) at Level II is increased from 0 in FY 1999 to 1 (100% increase).*

The Philadelphia Support Office conducted a Cultural Landscape Inventory (CLI) at the park in FY1999. The CLI determined the park has one cultural landscape at Level I. In FY2000, the Olmstead Landscape Center will prepare a Cultural Landscape Report (CLR). When this report is completed, the landscape will then be eligible for the CLAIMS database which is where landscapes at Level II are recorded. The CLR will make specific recommendations for landscape preservation actions which the park will be responsible for carrying out. Goal achievement will be measured by having the CLR published and the identified landscape entered into the CLAIMS database.

***lb2C.** By September 30, 2005, all 4 (100%) of the historic structures on the FY1999 List of Classified Structures (LCS) have updated information in their LCS records.*

The park has 4 structures on the 1999 List of Classified Structures (LCS) including one tobacco barn, two cemeteries, and historic road traces. The park will request a review by the Philadelphia Support Office to determine if all are eligible to remain on the LCS. Following this determination we will have either NPS staff or a State Historic Preservation officer review and update the records. Goal achievement will be measured by the number of updated records in the LCS database.

Ib02C. By September 30, 2005, increase the number of historic structures on the LCS from 4 in FY 1999 to 5 (25% increase).

In FY2001, the park is scheduled to have a Historic Resource Study prepared for the former Booker T. Washington School. This school was segregated and operated from 1953-1966. The study will focus on the school's history in context to the Civil Rights movement and the park's story and thematic interpretation. It will also include information to prepare for the nomination of the school to the National Register of Historic Places in 2003. Goal achievement will be measured by addition of this structure (if eligible) to the List of Classified Structures database.

Ib2d. By September 30, 2005, 1,523 of 1,523 (100%), of museum objects are catalogued in the Automated National Catalog System (ANCS) and submitted to the National Catalog.

The park has completed cataloguing of all known and identified backlog museum objects. During the life of this plan, the park will catalog any newly identified museum objects. Goal achievement will be measured by an increase in the number of objects catalogued in ANCS, verified electronically through the Collections Management Report.

Ib2f. By September 30, 2005, the park's Historic Resource Study and Administrative History are completed to professional standards, current (approved since 1980), and entered in CRBIB.

Most of our Historic Resource Studies and our Administrative History were prepared in the 1960s. Implementation of a cultural research program is a high priority for the park and would include updating these primary source documents. We will concentrate on updating Historic Resource Studies during the life of this plan. The park is scheduled to have a Historic Resource Study prepared for the former Booker T. Washington School. Goal achievement will be measured by having Historic Resource Studies entered in the Cultural Resource Bibliography (CRBIB).

Ib3. By September 30, 2005, Booker T. Washington National Monument has identified its vital signs for natural resource monitoring.

Vital signs are indicators of the key ecological processes which, collectively, capture the function of a healthy ecosystem. They may include keystone species and keystone habitats which have profound effects on ecosystem organization and function; dominant species; or key processes such as nutrient cycling, patch dynamics, or hydrologic regimes. The hallmark of vital signs monitoring is the focus on ecosystems, rather than populations or physicochemical parameters.

The park will conduct a scoping session to develop a comprehensive conceptual model of the park's ecosystem. Scoping will involve experts from inside and outside the NPS who are knowledgeable about the park ecosystem. Following the scoping session, the park will prepare a report discussing the dynamics of the park ecosystem, the rationale for identifying vital signs, and the vital signs selected. The park will then establish protocols for monitoring the selected vital signs. A review team will conduct biennial, or other periodic reviews ensuring current understanding of the park ecosystem is incorporated into the monitoring program. Final drafts of vital signs reports will undergo peer review.

GOAL CATEGORY II: Provide for the Public Enjoyment and Visitor Experience of Parks.

NPS MISSION GOAL IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Booker T. Washington NM Mission Goal IIa: Park facilities and services assure a safe, accessible, and sustainable environment for visitors and recreational opportunities are available consistent with the purposes and significance of the park.

IIa1. By September 30, 2005, 98% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

The park has a baseline of 98% visitor satisfaction of park facilities. Staff will continue to provide routine and preventive facility and grounds maintenance for one visitor center, interior and wayside exhibits, two self-guiding trails, a picnic area, the park headquarters building, equipment and vehicles. Goal achievement will be determined by an annual NPS servicewide survey.

IIa2. By September 30, 2005, maintain the visitor accident rate at baseline level of zero.

The park has a zero baseline visitor accident rate. The park will maintain that rate by continuing to articulate safety messages and reminders to visitors verbally and in park literature and signage and through identification and remediation of potential hazards. WASO Risk Management verification of zero Case Incidents reported for visitor accidents during annual reporting periods will achieve goal measuring.

NPS MISSION GOAL IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

Booker T. Washington NM Mission Goal IIb: The public understands the life, legacies, and significance of Booker T. Washington.

IIb1. By September 30, 2005, 65% of visitors understand and appreciate the significance of Booker T. Washington National Monument.

The park has a baseline of 31% visitor understanding of significant park themes. Interpretive services include formal programs such as tours, walks, and talks; informal interpretive roves; the summer Junior Ranger program; Living History; and annual special events such as Black History Month and Juneteenth. Interpretive media includes an orientation video, wayside exhibits, the park brochure, and the park website. Interpretive facilities include the visitor center with exhibits, an auditorium, and a bookstore; the 15-acre living history farm and associated structures and features; and two self-guiding trails. By FY2005, the park plans to add additional wayside exhibits, a new orientation video program, and an interactive touch screen exhibit to expand visitor understanding of the park's story. Goal achievement will be determined by an annual NPS servicewide survey.

IIb1X. By September 30, 2005, 4,050 (90%) of 4,500 participants in formal educational programs understand America's cultural and natural heritage preserved by the National Park Service and its programs.

Curriculum-based education programs for K-5 students were implemented in FY1999. These programs were well-received and have increased the demand for more. We plan to expand education programs to middle and high school students, developing pre- and post-visit materials as needed, and actively recruiting higher grades to visit the park. Educational materials are posted on the park web page for worldwide access. Goal achievement will be determined by a park-developed teacher evaluation form.

NPS MISSION GOAL CATEGORY IV: Ensure Organizational Effectiveness.

NPS MISSION GOAL IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

Booker T. Washington NM Mission Goal IVa: Employees of Booker T. Washington National Monument are competent, motivated, outcome oriented, and representative of the national workforce.

IVa3. By September 30, 2005, 100% of employee performance standards are linked to appropriate strategic and annual performance goals and position competencies.

All 13 of the park's permanent and seasonal employees have annual performance standards which have critical elements linked to the park's Strategic and Annual Performance goals. Annually, each employee has documented Performance Standards in place by December 31. Supervisors and their employees use the Strategic and Annual Performance plans to identify critical results necessary to meet the goals of the plan. Progress is actively monitored and documented to insure each employee is working towards an outcome of "achieved" for each critical result. Goal achievement is measured by the documented performance standard in each employee's Official Personnel File.

IVa4A. By September 30, 2005, the number of permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is maintained at the FY1999 level of 5.

The park has six positions in targeted occupational series in which the National Park Service wants to improve the representation of underrepresented groups. In this park, all of the positions are in the 025, Park Ranger series. Five of those positions are filled with members of underrepresented groups. The park will maintain this representation in the 025 series. Goal achievement will be determined by a database maintained in the Federal Personnel and Payroll System (FPPS).

IVa4B. *By September 30, 2005, the total number of temporary/seasonal positions annually filled by women and minorities is maintained at the FY1999 level of 2.*

The park may fill 0-3 temporary/seasonal positions each fiscal year. In fiscal year 1999, we had one seasonal and two temporary positions. Two of the three positions were filled by a woman and a minority. The park will recruit to maintain this representation in those fiscal years in which temporary/seasonal positions are filled. Goal achievement will be determined by a database maintained in the Federal Personnel and Payroll System (FPPS).

IVa4C. *By September 30, 2005, the number of permanent positions filled by employees with disabilities is maintained at the FY1999 level of 0.*

The park currently has 14 established permanent positions; 12 are filled. The other two are vacant because of budget constraints. Turnover in permanent positions averages one position every three years. Because of the low turnover rate, the park will defer commitment to increasing this goal until a permanent hire situation occurs.

IVa4D. *By September 30, 2005, the total number of temporary/seasonal positions annually filled by employees with disabilities is maintained at the FY1999 level of 1.*

The park may fill 0-3 temporary/seasonal positions each fiscal year. In fiscal year 1999, we had one seasonal and two temporary positions. One of the three positions was filled by an employee with a disability. The park will recruit to maintain this representation in those fiscal years in which temporary/seasonal positions are filled. Goal achievement will be determined by a database maintained in the Federal Personnel and Payroll System (FPPS).

IVa6A. *By September 30, 2005, the number of employee lost-time injuries is reduced from the FY1992-FY1996 five-year annual average of 7 to 3.*

The park has a baseline of 7 employee lost time injuries based on the NPS 5-year (FY1992-FY1996) average. We need to reduce that rate. This will be done by conducting safety inspections, preparing job safety analyses for all hazardous jobs, providing training for hazardous jobs, conducting safety tailgate sessions, and rewarding accident-free behaviors. Goal achievement will be measured from data submitted to the Safety Management Information System (SMIS) database and reported on the NPS Risk Management website.

IVa6B. *By September 30, 2005, the number of hours of Continuation of Pay will be at or below 72.*

The park has a baseline of 72.4 hours of Continuation of Pay based on the NPS 5-year (FY1992-FY1996) average. We will continue to maintain or reduce that rate. This will be done by conducting safety inspections, preparing job safety analyses for all hazardous jobs, providing training for hazardous jobs, conducting safety tailgate sessions, and rewarding accident-free behaviors. Goal achievement will be measured from data submitted to the Safety Management Information System (SMIS) database and to the Department of Labor and reported on the NPS Risk Management website.

NPS MISSION GOAL IVb: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

Booker T. Washington NM Mission Goal IVb: Booker T. Washington National Monument is a responsible, efficient, and accountable organization, which uses all available appropriated, non-appropriated, and partnership resources to accomplish its mission.

IVb1. By September 30, 2005, the number of volunteer hours is increased from 3,127 in FY1997 to 3,440 (10% increase).

The park has a baseline of 3,127 volunteer hours in 1997. Volunteers work in resource management, interpretation, and maintenance. We conduct an annual training program for all new and current volunteers. Goal achievement will be measured using the VIP Tracker software program and reporting hours to the web-based VIP Report site.

IVb2A. By September 30, 2005, cash donations are increased from \$1,425 in FY1998 to \$1,568 (10%).

The park maintains a donation bucket in the visitor center for cash donations. Clubs, our Cooperating Association, and private donors occasionally make cash contributions for special events. The park has also successfully competed for cash grants. We will continue and expand these practices. Goal achievement will be measured using the Federal Financial System (FFS) where all cash donation deposits are recorded.

VI. MEASURING RESULTS

Progress towards achieving park Long-term goals will be measured as follows:

- State NPDES permits, Notice of Violation, and/or State section 303(d) list for Goal Ia4 (Water Quality).
- Site inspection for Goal Ia5 (Historic Structures).
- Site inspection; Automated Checklist Program database for Goal Ia6 (Museum Collections).
- Site inspection for Goal Ia07 (Cultural Landscapes without condition information).
- Recorded in ASMIS database and hardcopy report for Goal Ib2A (Archeological Site Inventory).
- Recorded in CLAIMS database at Level II and hardcopy report for Goal Ib2B (Cultural Landscape Inventory).
- Updated LCS records for Goal Ib2C (Historic Structures have updated information).
- Updated LCS records for Goal Ib02C (Historic Structures not on LCS).
- Collection Management Report database for Goal Ib2D (Museum Objects Catalogued).
- Historic Resource Studies and Administrative History entered in Cultural Resource Bibliography (CRBIB) for Goal Ib2F (Historical Research Baseline).

- Inventory and Monitoring Plan for Goal Ib3 (Vital Signs).
- Servicewide survey developed by the National Park Service for Goals IIa1 and IIa2 (Visitor Satisfaction and Visitor Understanding).
- Risk Management database for Goal IIa2 (Visitor Safety).
- Park developed teacher evaluation form for Goal IIb1X (Education Programs).
- Official Personnel File for Goal IVa3 (Employee Performance).
- FPPS database for Goals IVa4A, IVa4B, IVa4C, and IVa4D (Workforce Diversity).
- NPS Safety Management Information System (SMIS) and Department of Labor (DOL) database figures reported to WASO Risk Management for Goal IVa6A Employee Safety (Lost-time Accidents).
- NPS SMIS and DOL database figures reported to WASO Risk Management for Goal IVa6B Employee Safety (Workers Compensation).
- VIP Tracker Software data reported to the web-based VIP Report for Goal IVb1 (Volunteer Hours).
- FFS database for Goal IVb2 (Donations and Grants).

VII. STRATEGIC PLAN PREPARERS

The following park staff members were involved in preparing this Strategic Plan:

Kenneth W. Arrington, Maintenance Worker Supervisor

Rebecca L. Harriett, Superintendent

Eleanor C. Long, Administrative Officer, (540) 721-2094, ellie_long@nps.gov
(GPRA Coordinator)

Tina M. Orcutt, Supervisory Park Ranger

VIII. CONSULTATIONS

During the public planning process for our new General Management Plan (GMP), we consulted directly and indirectly with a variety of individuals and organizations in developing our original plan and this revision, as both the GMP and the Strategic Plans were prepared during the same time period. Comments were received from, among others, park neighbors, local residents, local educators, county, state, and federal representatives and agencies, interested individuals from out-of-state, descendants of Booker T. Washington, and the Booker T. Washington School Reunion Committee. There was widespread support for both the park's Mission and Long-Term Goals. Comments received during the consultation process encouraged us to continue placing emphasis on cultural resources research and curriculum-based education programs.

The National Park Service also consulted with Congress, the Office of Management and Budget (OMB), and the Department of the Interior in the development of the NPS plan.

RANKED LISTING OF PARK RESOURCES

Below is a comprehensive list of park resources compiled by park staff in 1997 and ranked according to their importance **to the preservation and interpretation of the park site**. All park resources and tools make important contributions to either resource preservation or the visitor experience. This list simply details resources that are addressed in park Mission and Long-Term Goals.

A. **RESOURCES RELATED TO THE 1856-1865 BURROUGHS PLANTATION.**

CULTURAL LANDSCAPE

VIEWSHED

ARCHEOLOGICAL SITES

HISTORIC TREES (Post Oak; Red Cedar; Catalpa; White Oak)

BURROUGHS FAMILY CEMETERY GRAVESTONES (on List of Classified Structures)

OLD PLANTATION ENTRANCE ROAD (on List of Classified Structures)

B. **RESOURCES THAT CONTRIBUTE TO THE PLANTATION SETTING.**

HISTORIC AREA

TOBACCO BARN (on List of Classified Structures)

REPLICA FARM BUILDINGS

IDENTIFIED SITES OF FORMER BUILDINGS

LIVING HISTORY FARM

CROPS

GARDENS

FENCES

FARM ANIMALS

SPARKS CEMETERY (on List of Classified Structures)

NATURAL RESOURCES (trees, springs, streams, wildlife)

C. **RESOURCES RELATED TO BOOKER T. WASHINGTON**

MUSEUM COLLECTION ARTIFACTS (speech manuscript notes; first editions of some of the books he wrote.)

TOOLS (Administrative, Interpretive, & Recreational Facilities)

VISITOR CENTER

BOOKER T. WASHINGTON SCHOOL

INTERPRETIVE AND RECREATIONAL TRAILS

INTERPRETIVE MEDIA (exhibits, AV, waysides)

LIBRARY

INFRASTRUCTURE (roads, parking lots, signs, utilities, LAN, equipment, vehicles, picnic area)

MUSEUM COLLECTION ARTIFACTS UNRELATED TO THE SITE.

NON-CONTRIBUTING RESOURCE

HAYES CEMETERY

Condition Assessment Definitions

Goal 1a5. Condition Definitions for List of Classified Structures (LCS) Structures

Good: The structure and significant features are intact, structurally sound, and performing their intended purpose. The structure and significant features need no repair or rehabilitation, but only routine or preventive maintenance.

Fair: The structure is in fair condition if either of the following condition is present:

- a) There are early signs of wear, failure, or deterioration though the structure and its features are generally structurally sound and performing their intended purpose; **OR**
- b) There is failure of a significant feature of the structure.

Poor: The structure is in poor condition if any of the following conditions is present:

- a) The significant features are no longer performing their intended purpose; **OR**
- b) Significant features are missing; **OR**
- c) Deterioration or damage affects more than 25% of the structure; **OR**
- d) The structure or significant features show signs of imminent failure or breakdown.

Unknown: Not enough information is available to make an evaluation.

Goal 1a7. Cultural Landscapes Condition Definitions for CLI Goal

Good: indicates the landscape shows no clear evidence of major negative disturbance and deterioration by natural and/or human forces. The landscape's cultural and natural values are as well preserved as can be expected under the given environmental conditions. No immediate corrective action is required to maintain its current condition.

Fair: indicates the landscape shows clear evidence of minor disturbances and deterioration by natural and/or human forces, and some degree of corrective action is needed within 3-5 years to prevent further harm to its cultural and/or natural values. If left to continue without the appropriate corrective action, the cumulative effect of the deterioration of many of the character defining elements will cause the landscape to degrade to a poor condition.

Poor: indicates the landscape shows clear evidence of major disturbance and rapid deterioration by natural and/or human forces. Immediate corrective action is required to protect and preserve the remaining historical and natural values.

Unknown: not enough information available to make an evaluation.

Goal 1a8. Archeological Site Condition Values in ASMIS

Good: The site, during the time interval between its last two regularly scheduled condition assessments shows no clear evidence of disturbance or deterioration by natural forces and/or human activities. The site is considered currently stable and its present archeological values are not threatened. No adjustments to the currently proscribed site treatment actions are required in the near future to maintain the site's present condition.

Poor: The site, during the time interval between its last two regularly scheduled condition assessments, shows clear evidence of major disturbance or deterioration by natural forces and/or human activities, and no corrective actions have been taken to protect and preserve the remaining archeological values from their current threats. If left to continue without the appropriate corrective action, the site is likely to undergo further degradation and the loss of the site's remaining data potential/scientific research value.

Fair: The site, during the time interval between its last two regularly scheduled condition assessments shows clear evidence of minor disturbance or deterioration by natural forces and/or human activities, but an approved corrective action has been taken to remove the potential threats and to stabilize the site to prevent further harm to its archeological values. The identified threats, left to continue without the appropriate corrective action, will result in the site being degraded to a poor condition assignment.

Destroyed: The site's formal condition assessment resulted in a professional determination that the site had been destroyed or so severely damaged that the data potential/scientific research value was deemed insufficient to warrant further archeological monitoring or investigation.

Unknown: The last formal condition assessment (field inspection) of the site exceeds the time limit allowed between assessments, and the current condition of the site is therefore unknown, or the available information is not sufficient to professionally evaluate the site's condition and potential threats, or the validity of the assessment is questionable.